

MONTGOMERY COUNTY MARYLAND

Comprehensive Annual Financial Report



Fiscal Year 2013

July 1, 2012 - June 30, 2013
Rockville, Maryland



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**Montgomery County
Maryland**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2012

Executive Director/CEO

MONTGOMERY COUNTY MARYLAND

Comprehensive Annual Financial Report

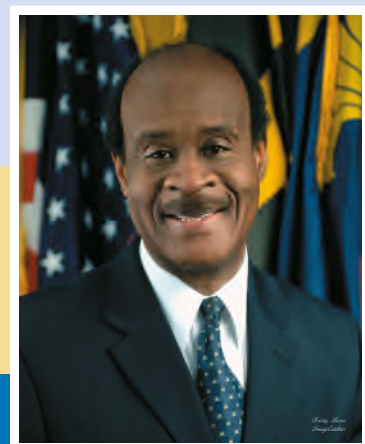


Prepared by the
DEPARTMENT OF FINANCE

Joseph F. Beach, Director
101 Monroe Street
Rockville, Maryland 20850
240-777-8860

Fiscal Year 2013
July 1, 2012 - June 30, 2013

Mission Statement



Isiah Leggett
ISIAH LEGGETT

MONTGOMERY COUNTY GOVERNMENT

WE pursue the common good by working for and with Montgomery County's diverse community members to provide:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

AS dedicated public servants, the employees of the Montgomery County government strive to embody in our work these essential values:

- | | | |
|-------------------|-----------------|------------------------------|
| ● Collaboration | ● Inclusiveness | ● Knowledge |
| ● Competence | ● Innovation | ● Respect for the Individual |
| ● Fiscal Prudence | ● Integrity | ● Transparency |

Montgomery County, Maryland
COMPREHENSIVE ANNUAL FINANCIAL REPORT
Fiscal Year Ended June 30, 2013
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INTRODUCTORY SECTION



DEPARTMENT OF FINANCE

Isiah Leggett
County Executive

Joseph F. Beach
Director

December 20, 2013

Honorable County Executive,
Members of the Montgomery County Council,
Chief Administrative Officer,
and Citizens of Montgomery County

Ladies and Gentlemen:

I am pleased to present the Comprehensive Annual Financial Report (CAFR) of Montgomery County, Maryland (the County) for the fiscal year ended June 30, 2013.

FORMAL TRANSMITTAL OF THE CAFR

This report, presented in conformity with accounting principles generally accepted in the United States of America (GAAP), was prepared by the County's Department of Finance in cooperation with the finance departments of the County's component unit and joint venture organizations. The CAFR has been prepared pursuant to the provisions of Article 2, Section 214 of the Charter of the County, and includes the independent auditors' opinion, issued by the County Council appointed independent public accounting firm, as provided by Article 3, Section 315 of the County Charter.

The County is responsible for the completeness and fairness of the information and disclosures presented in this report. We believe the information presented is complete and accurate in all material respects, and that it fairly presents the County's financial position and results of operations. To provide a reasonable basis for making these representations, management of the County has established a comprehensive framework of internal control. Because the cost of internal controls should not exceed the anticipated benefits, the objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatement.

The public accounting firm of CliftonLarsonAllen, LLP has performed an independent audit of, and issued an unqualified opinion on, the County's financial statements as of and for the year ended June 30, 2013. The independent auditors' report is located at the front of the financial section of this report. This independent audit of the County's financial statements was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The independent auditors' reports associated with the Single Audit are available in a separately issued *Report on Expenditures of Federal Awards*.

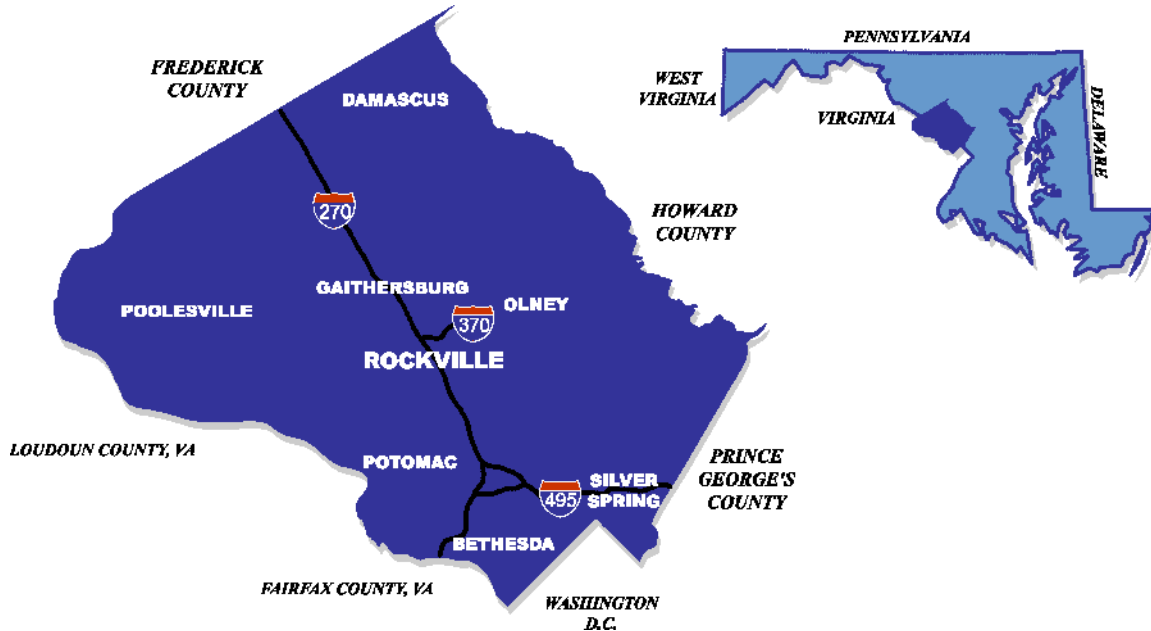
GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement and be reviewed in conjunction with the MD&A. The MD&A can be found immediately following the report of the independent auditors.

Division of the Controller

101 Monroe Street, 8th Floor · Rockville, Maryland 20850 · (240) 777-8860
www.montgomerycountymd.gov

PROFILE OF THE GOVERNMENT

Montgomery County, named after the early American general, Richard Montgomery, was established in 1776 by the State Convention. The County government was structured under the County Commission system until 1948, when voters adopted a charter to give the County home rule and a council-manager form of government. The charter remains the governing authority of the County, and was fully implemented in 1970 with the election of an executive and a council. Currently, Montgomery County is the most populated and affluent jurisdiction in Maryland and enjoys the distinction of being named an All-American community.



Budgetary Overview

The annual budget provides the basis for coordinating and controlling the County government programs and expenditures. These include public safety, public works and transportation, culture and recreation, health and human services, community development and housing, environment, and general government services. Education services, funded in large part by the County (see Note III-I.1), are provided by Montgomery County Public Schools (MCPS) and Montgomery College (MCC). For County government services, the County Executive annually develops and recommends operating budget proposals. The County Council then authorizes expenditures and sets property tax rates. Expenditure authority is provided at the fund and department level in two major categories (personnel and operating costs). Budgets are annually adopted by the County Council for the General Fund, Debt Service Fund, substantially all Special Revenue Funds, Enterprise Funds (except Liquor), and two Internal Service Funds (Liability and Property Coverage Self-Insurance and Employee Health Benefits Self-Insurance). The County Executive has authority to transfer appropriations within departments up to 10 percent of the original appropriation. Transfers between departments are also limited to 10 percent of original appropriation and require County Council action. Additional spending authority, in the form of supplemental or special appropriations, may also be approved by the County Council during the year.

Per state law, the budget of the Liquor Enterprise Fund is approved by the County Executive. The County Executive also determines the amount of working capital required by the Department of Liquor Control (DLC), the amount to retain from the DLC's net profits (before making any deposit into the General Fund), and the funds necessary to service DLC-related debt and provide adequate working capital. The Capital Projects Fund budget is appropriated at the project level on an annual basis, with an annual unencumbered re-appropriation. The County Council approves the six year Capital Improvements Program (CIP) on a biennial basis with opportunities for limited amendments in the intervening years.

Budget-to-actual comparison schedules (statements) for major funds are presented in Exhibits RSI-1 to RSI-4 as part of the Required Supplementary Information section of this annual report. Non-major funds are presented in the Supplementary Data section of the report.

The Reporting Entity

The following organizations are included as component units in the accompanying financial statements: MCPS, MCC, Housing Opportunities Commission of Montgomery County (HOC), Montgomery County Revenue Authority (MCRA), and the Bethesda Urban Partnership, Inc. (BUPI). The County's participation in the following joint ventures is also disclosed in the Notes to the Financial Statements (see Note IV-D): Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Washington Suburban Transit Commission, Washington Metropolitan Area Transit Authority, Metropolitan Washington Council of Governments, and Northeast Maryland Waste Disposal Authority. Copies of the respective independently audited annual financial reports required by State or County law are available from the above mentioned component units and joint ventures.

INFORMATION USEFUL IN ASSESSING THE COUNTY'S ECONOMIC CONDITION

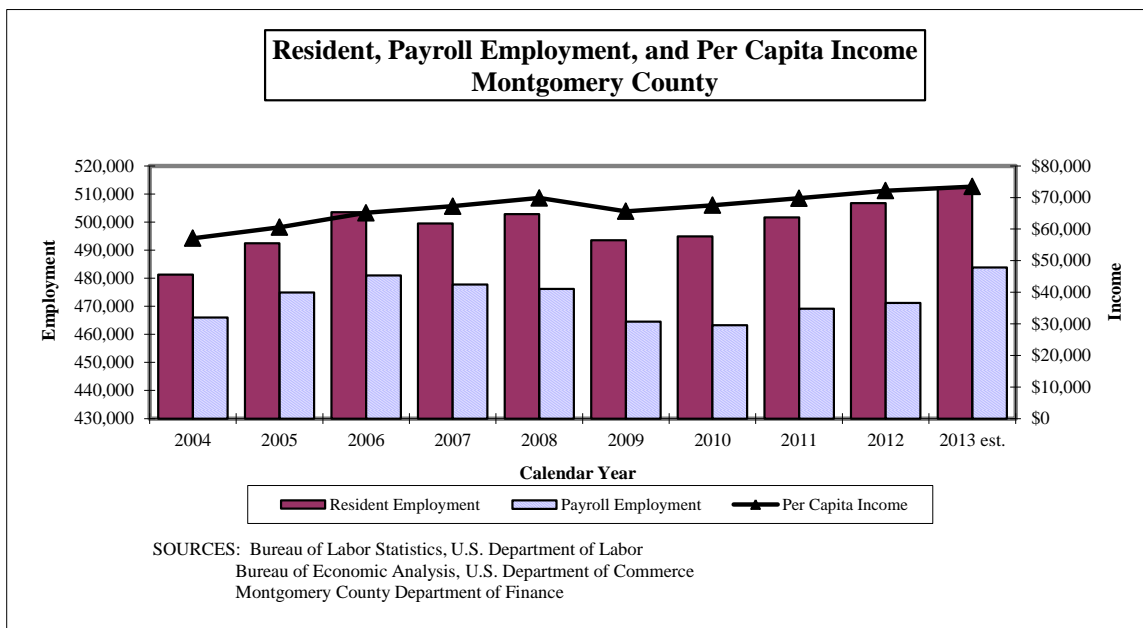
The information presented in the financial statements is best understood when it is considered from the broader perspective of the specific environment within which Montgomery County operates.

The Local Economy

Montgomery County's economic performance improved during fiscal year (FY) 2013. The major reasons for the improvement were an increase in both resident employment (labor force series) and payroll employment (establishment series), and an increase in sales and median prices for existing homes. In addition, residential construction levels increased in FY13 as compared to FY12.

Personal Income and Employment

Income tax revenues for the County represented 47.3 percent of total tax revenues for the General Fund in FY13. Two economic indicators, personal income and employment, are the major contributors that drive income tax receipts. On a calendar year basis, per capita personal income increased from \$57,092 in 2004 to an estimated \$73,475 in 2013 – an average annual increase of 2.8 percent. However, over the past ten years, the rate of growth in per capita personal income experienced two distinct cycles. From 2004 to 2008, per capita income grew at a 5.2 percent average annual rate, while it is estimated to grow at an annual rate of 1.0 percent from 2008 to 2013.



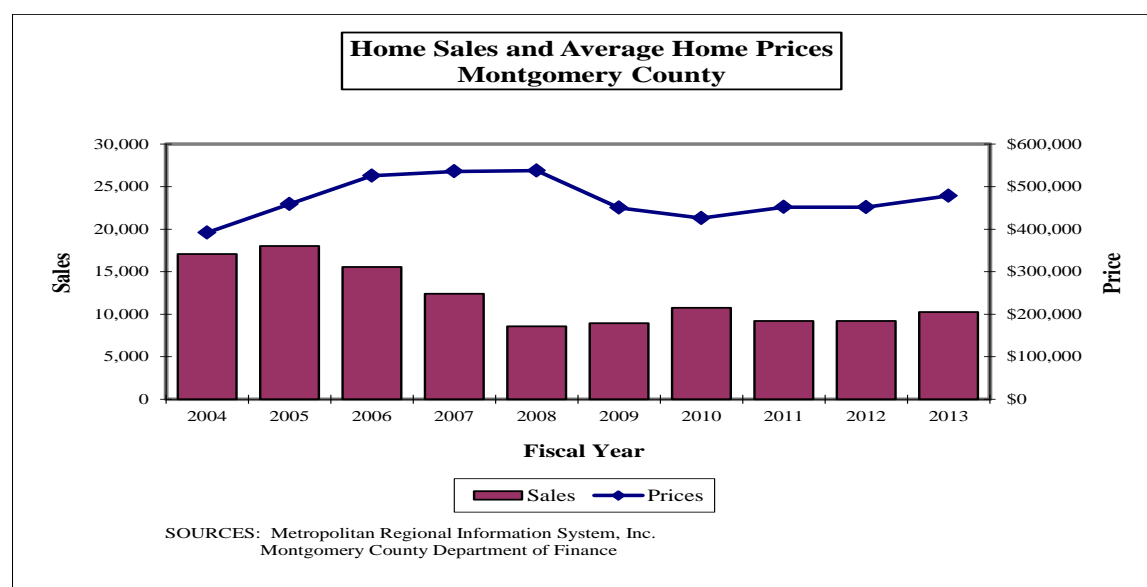
In 2004, resident employment in Montgomery County stood at approximately 481,250. By calendar year 2013, employment is expected to reach approximately 512,250 — an average annual increase of 0.7 percent.

However, growth in resident employment experienced three distinct cycles. Between 2004 and 2008, employment grew at an average annual rate of 1.1 percent, while resident employment decreased 1.9 percent between 2008 and 2010. Resident employment is expected to increase at an average annual rate of 0.9 percent between 2009 and 2013.

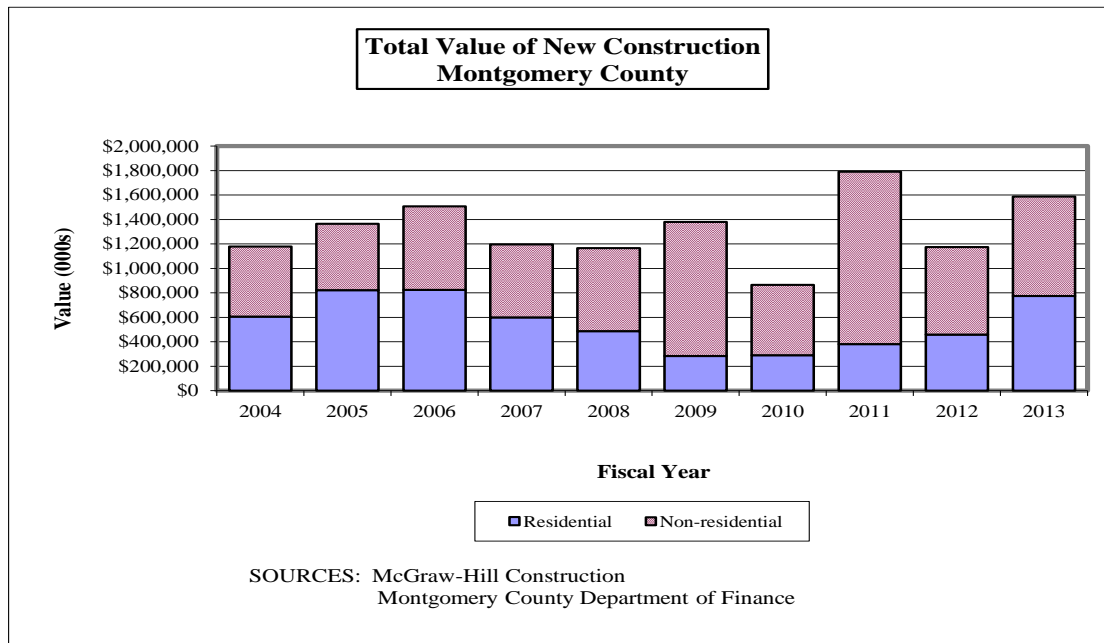
Payroll employment in the County was 465,980 in 2004 and is expected to increase to 483,810 in 2013 — an average annual increase of 0.4 percent. However, payroll employment also experienced three distinct cycles over the ten-year period. From 2004 to 2006, payroll employment increased at an average annual rate of 1.6 percent. From 2006 to 2010, payroll employment decreased at an average annual rate of 1.0 percent, but is expected to increase 1.5 percent at an average annual rate between 2010 and 2013.

Construction and Real Estate

The property tax (General Fund) and the transfer and recordation taxes consisted of 37.2 percent and 5.1 percent share, respectively, of total tax revenues for the General Fund in FY13. Construction and real estate activities are a significant facet of Montgomery County's economy, and they strongly influence the amount of property, transfer, and recordation taxes collected. Non-residential and residential construction maintains the value of the existing assessable property tax base by replacing technologically obsolescent property (equipment, and real estate) and providing additional capacity to meet increases in employment and new households. Changes in home prices affect both the property tax assessments and the transfer and recordation taxes. However, changes in home prices may affect property tax revenues with a lag because of the Homestead Tax Credit. Average prices for existing homes increased 5.9 percent in FY13, and sales of existing homes increased 11.4 percent. This increase in home sales was preceded by a decrease of 14.3 percent in FY11 (largely attributed to expiration of the federal First Time Homebuyer Credit), and a modest decline of 0.1 percent in FY12. The increase in average sales price and sales in FY13 resulted in an increase of 21.2 percent from residential transfer taxes, which offset the decline in receipts from non-residential transfer taxes (↓3.9%). Overall, transfer taxes collected for the General Fund increased 10.9 percent in FY13 and recordation taxes increased 12.5 percent in FY13.



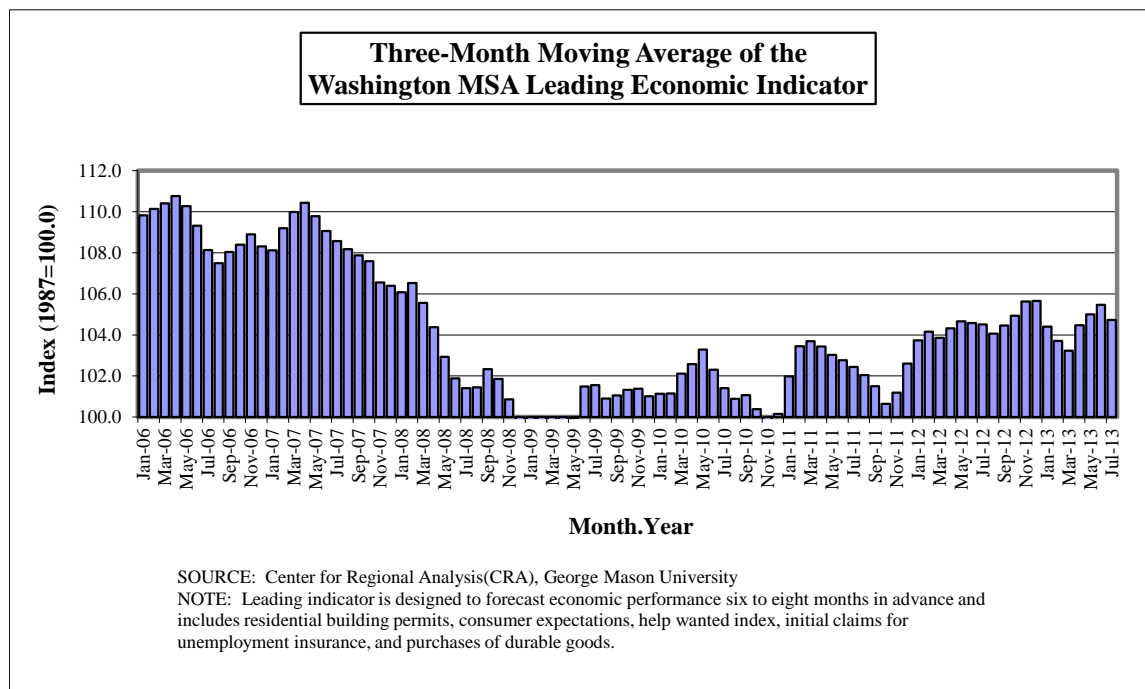
Construction experienced strong performance during FY13. The total value of new construction was valued at \$1.587 billion, representing an increase of 35.1 percent in FY13. Strong residential construction levels of both multifamily and single-family units added a total value of \$774.1 million — an increase of 69.1 percent over FY12. Total construction of residential units increased nearly 73.0 percent from FY12 to FY13. The number of new single-family units constructed increased 85.6 percent from 667 single-family units in FY12 to 1,238 units in FY13. The level of single-family unit construction in FY13 was the highest since FY06. In FY13 versus FY12, the total value of *non-residential* construction (\$812.6 million) increased 13.4 percent and the number of non-residential projects increased 32.5 percent.



Future Economic Outlook

Following fiscal year 2013, in which the County's economy experienced an increase in resident employment ($\uparrow 1.1\%$), a decline in the average monthly unemployment rate to 5.1 percent, an estimated increase in personal income ($\uparrow 3.6\%$ in calendar year 2012), and an increase in average sales prices for existing homes ($\uparrow 5.9\%$), the outlook for FY14 is expected to see a continuation of economic growth. However, such growth will be tempered by the impact on employment and procurement by the current Federal government sequestration. Should the real estate market carry the current upward trend through FY14, either via sales or price increases, the revenues from residential transfer and recordation taxes will continue to increase in tandem. Due to mortgage interest rate uncertainty attributed to recent Federal Reserve actions (particularly the purchases of mortgage-backed securities), mortgage refinancing may experience a downturn in FY14 compared to FY13. This is primarily due to higher mortgage rates, and this potential downturn may decrease recordation tax revenues.

The overall growth of the Greater Washington region is also an important factor in the economic health of Montgomery County. The Center for Regional Analysis (CRA) at George Mason University produces the Washington Area Leading Index, which forecasts the performance of the region's economy six to eight months in advance. This index predicts an increase in regional growth of 5.5 percent in FY13 from its lowest point in March 2009. However, the strength and sustainability of the region's economy will depend on consumer confidence in the economy as reflected by labor market conditions, the housing market, and action by the Federal government due to sequestration and government shutdown. While the labor market lags the economic recovery, the risk to short- and long-term economic performance in the region will depend on the fiscal decisions made by the Federal government.



Collective Bargaining

International Association of Fire Fighters (IAFF)

Full funding was appropriated for the following contract provisions in FY14 for the Local 1664, Montgomery County Career Fire Fighters Association of the International Association of Fire Fighters, AFL-CIO:

- 2.75% general wage adjustment for all bargaining unit members on the first full pay period after July 1, 2013.
- 3.5% longevity increment for bargaining unit members with either 20 or 28 years of service.
- 3.5% service increments for all eligible members.
- 3.5% FY 2011 service increments for eligible members payable on the pay period beginning April 6, 2014.

Fraternal Order of Police (FOP)

Full funding was appropriated for the following contract provisions in FY14 for the Fraternal Order of the Police, Lodge 35:

- 2.1% general wage adjustment for all bargaining unit members on the first full pay period after July 1, 2013.
- 3.5% service increments for all eligible members.
- 1.75% service increment payable on the first full pay period beginning after February 1, 2014 for any employee who was eligible for a service increment FY11, FY12, or FY13 that was not funded and who is otherwise eligible.
- 3.5% longevity increments for bargaining unit members with 20 year of service.
- 7% increase in shift differentials for members.

Municipal and County Government Employees Organization (MCGEO)

Full funding was appropriated for the following contract provisions in FY2014 for UFCW Local 1994 Municipal and County Government Employees Organization of the United Food and Commercial Workers, AFL-CIO (MCGEO):

- 3.25% general wage adjustment payable on the first full pay period after September 1, 2013.
- 3.5% service increment for all eligible bargaining unit members.
- 3% longevity increments for eligible bargaining unit members with 20 years of service.
- 0.5% lump sum payment for each active bargaining unit member who is at the top of grade on July 1, 2013 and who is not eligible for longevity increase in FY 2014.
- Increase shift differential by \$0.15 per hour for evening and \$0.16 per hour for night shift on the first full pay period after July 1, 2013.
- Increase the Seasonal Salary Schedule by \$0.50 an hour effective the first full pay period in July 2013.

Long-term Financial Planning

Montgomery County is required by its adopted fiscal policies (Council Resolutions 16-1415, June 29, 2010; and 17-312, November 29, 2011) to budget for a reserve in the General Fund. This reserve is 5 percent of General Fund revenues in the preceding fiscal year (maximum permitted under §310 of the County Charter). In addition, the County is required to maintain the sum of Unrestricted General Fund Balance and the Revenue Stabilization Fund Balance to 10% of Adjusted Governmental Fund Revenues, as required in Section 20-68 of the County Code. Adjusted Governmental Fund Revenues are defined in Section 20-65 of the County Code.

The reserves will be budgeted in order to provide sufficient funds for unanticipated revenue shortfalls or expenditure requirements. The County's Revenue Stabilization Fund was established to accumulate funds during periods of strong economic growth in order to provide budgetary flexibility during times of funding shortfalls. Annual transfers to the Revenue Stabilization Fund must be made of the greater of: 50 percent of selected revenues in excess of budgeted amounts; or 0.5 percent of Adjusted Governmental Revenues or the amount needed to obtain a total reserve of 10% of Adjusted Governmental Revenues. Additional discretionary contributions may also be made. Withdrawals may be used, with the vote of six or more council members, only to support appropriations which have become unfunded.

As part of the annual operating budget process, the County develops a structurally balanced six-year fiscal plan. This plan addresses long-term structural issues in the budget, maintains the General Fund reserves at the required policy levels, and emphasizes the priorities of education, public safety, affordable housing, transportation, and health and human services.

Significant budget challenges include rising retirement and medical costs, recognition of retiree health expenses, addressing deferred maintenance, and funding program improvements. In addition to these challenges, actions implemented at the Federal and State level may complicate the County's ability to plan for the FY15-20 period. The County Government is closely monitoring proposed changes in the federal budget and tax policy, and analyzing the potential impact on the County's economy and financial position.

Relevant Financial Policies

The financial policies as put forth by the Executive of Montgomery County, which were again recognized by all major rating agencies with the continuation of a AAA credit rating, remain unchanged: grow the local economy and tax base, obtain a fair share of State aid, maintain strong reserves, minimize the tax burden on citizens, and carefully manage indebtedness and debt service. Spending affordability guidelines are adopted annually for the

County's capital and operating budgets. The County limits its exposure in future years to rising costs by controlling baseline costs and allocating one-time revenues to one-time expenditures, whenever possible.

Major Initiatives

Major initiatives of the County during FY13 that are expected to affect future financial position include the following:

Housing: The Montgomery Housing Initiative Special Revenue Fund budgeted \$53.7 million for the acquisition, preservation, and rehabilitation of affordable housing units in the County. The Montgomery Housing Initiative Special Revenue Fund also invested in the creation and preservation of Special Needs housing.

Public Safety: The County implemented the Emergency Medical Transportation Insurance Reimbursement program, which provides funds for the improvements and enhancements in their programs.

The County increased the police force by adding 34 Patrol Officers for street patrols, 7 Police Officers for crime investigations, and 2 Police Officers for police administration.

Transportation: The County implemented a bikesharing program to provide mid – and up-county residents with an alternative means of commuting.

The County also implemented a new debit card system for the “Call N Ride” program and decreased the cost of a second “Call N Ride” coupon book by approximately \$5.00 to FY2011 levels.

Environment: The County increased the number of hours of service provided by the volunteers in the Recycling Volunteer Program to 2,094 hours of service, which equates to \$52,350 of service value donated by volunteers.

Culture and Recreation: The County enhanced programming at the new White Oak Recreation Center including recreational activities for seniors and community residents.

The County also continued operations of the outdoor skating rink at Veteran's Plaza, which is a gathering place for outdoor celebrations and performances.

Education: The County provided resources to accommodate the enrollment of 146,018 students and made a contribution to Montgomery County Public Schools of approximately \$1.4 billion, including \$17.0 million of carryover funds and \$27.2 million for pension obligations previously paid by the State.

General Government: The County supported the redevelopment and economic vitality of Silver Spring and Bethesda through mixed use development projects on existing surface parking lots in those areas.

AWARDS AND ACKNOWLEDGMENTS

Certificate of Achievement for Excellence in Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Montgomery County, Maryland for its CAFR for the fiscal year ended June 30, 2012. Montgomery County has received the Certificate of Achievement more than any other county in the nation; 43 times since 1951 and consecutively for 41 years since 1972.

The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. The Department of Finance believes its current report continues to meet the Certificate of Achievement Program's requirements and is submitting it to GFOA to determine its eligibility for another certificate.

Distinguished Budget Presentation

GFOA presented the Distinguished Budget Presentation Award to Montgomery County, Maryland for its annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a government must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The award is valid for a period of one year only. Montgomery County has received this award every year since 1984, the year the program was established. The Office of Management and Budget believes the current budget continues to conform to program requirements and is submitting it to GFOA to determine its eligibility for another award.

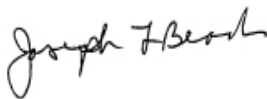
Acknowledgments

The preparation of this report on a timely basis could not be accomplished without the efficient and dedicated services of the staff of the County's Department of Finance. I express my appreciation to all participants who assisted and contributed to its preparation. I particularly express my sincerest appreciation to Karen Hawkins, Chief Operating Officer; Lenny Moore, Controller; David Crow, General Accounting Manager; and the staff of the General Accounting, Grants Accounting, Account Receivable, Accounts Payable, and Administration Section for their outstanding performance in the preparation of this report. A list of individuals whose dedicated efforts produced this report is provided separately after this letter. A special appreciation is extended to the finance and accounting managers of the component units whose cooperation greatly facilitated the preparation of this report. I express my appreciation to the County Executive, the members of the County Council, and the Chief Administrative Officer who served the County during the reporting period, and their staffs, for their interest and support in planning and conducting the financial operations of the County in a responsible and progressive manner.

USE OF THIS REPORT

This report, and other financial information prepared by the Montgomery County Department of Finance, can be accessed on the County's website at <http://www.montgomerycountymd.gov> (see Departments, Finance, Financial Reports). Copies of this report are also placed in the County Library System for use by the general public.

Respectfully submitted,



Joseph F. Beach
Director of Finance

ACKNOWLEDGMENTS

The following individuals' efforts were instrumental in performing the year-end closing of the County's funds and in preparing this Comprehensive Annual Financial Report:

Department of Finance, The Division of the Controller

Joelle Banota	Luis Gil-Rivera	John Mack	Lisa Sesny
Courtney Brown	Jason Hsu	Priti Mehta	Laleh Shabani
Chander Chadha	Rachel Hsu	Heidi Metzger	Philip Smith
Jerry Chandler	Tim Hughes	Lenny Moore	Karla Thomas
David Crow	Jordan Jones	Jay Narang	Darane Tiev
Sean D'Costa	Susan E. Kaplan	Ome Patel	Almon Turner
Gerri Davis	Don Klapka	Leonard Raymo	Joyce Wallace-Dennis
William Davis	Jonathan Kugel	Lal Sangliani	
Mauricio Delgado	Xuerong Liu	Stephanie Sawyer	

Department of General Services

Quinton McHenry
Michelle West
Joseph Wright and the Print Shop

Rick Taylor

Department of Liquor Control

Melissa Chui
Lynn Duncan

The following individuals provided data, special research and information for inclusion in this report:

Jacqueline Carter	Dennis Denisov	Lih Jiang	Pam Schroeder
Sing Chan	Amanda Hardy-Konkus	Katherine Peeling	Marty Utermohle
Carrie Coleman	Robert Hagedoorn	Karen Plucinski	Erin Von Nessen
Michael Coveyou	Molly Hayward-Koert	David Platt	

Department of Environmental Protection

Richard Hands
Jamie Kuster

Scott McClure
Anthony Skinner

Office of Management and Budget

Alex Espinosa
Chris Mullin

Office of Public Information

Thomas Whorton

Department of Transportation

Carolyn McKenzie
Luz Rodriguez

Office of Human Resources

Sarah Cook
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Montgomery County Employee Retirement Plans

Linda Herman
Akiko Kawashima

Component Units

Bethesda Urban Partnership, Inc.

Jeff Oyer

Montgomery County Public Schools

Larry A. Bowers
Bei (Susan) Chen

Susanne G. DeGraba
Jack Dodson

Housing Opportunities Commission

Belle Seyoum
Varun Chawla

Eugenia Pascual
Linda Pyles

Montgomery College

Phillip Howard
Natalie Sandel

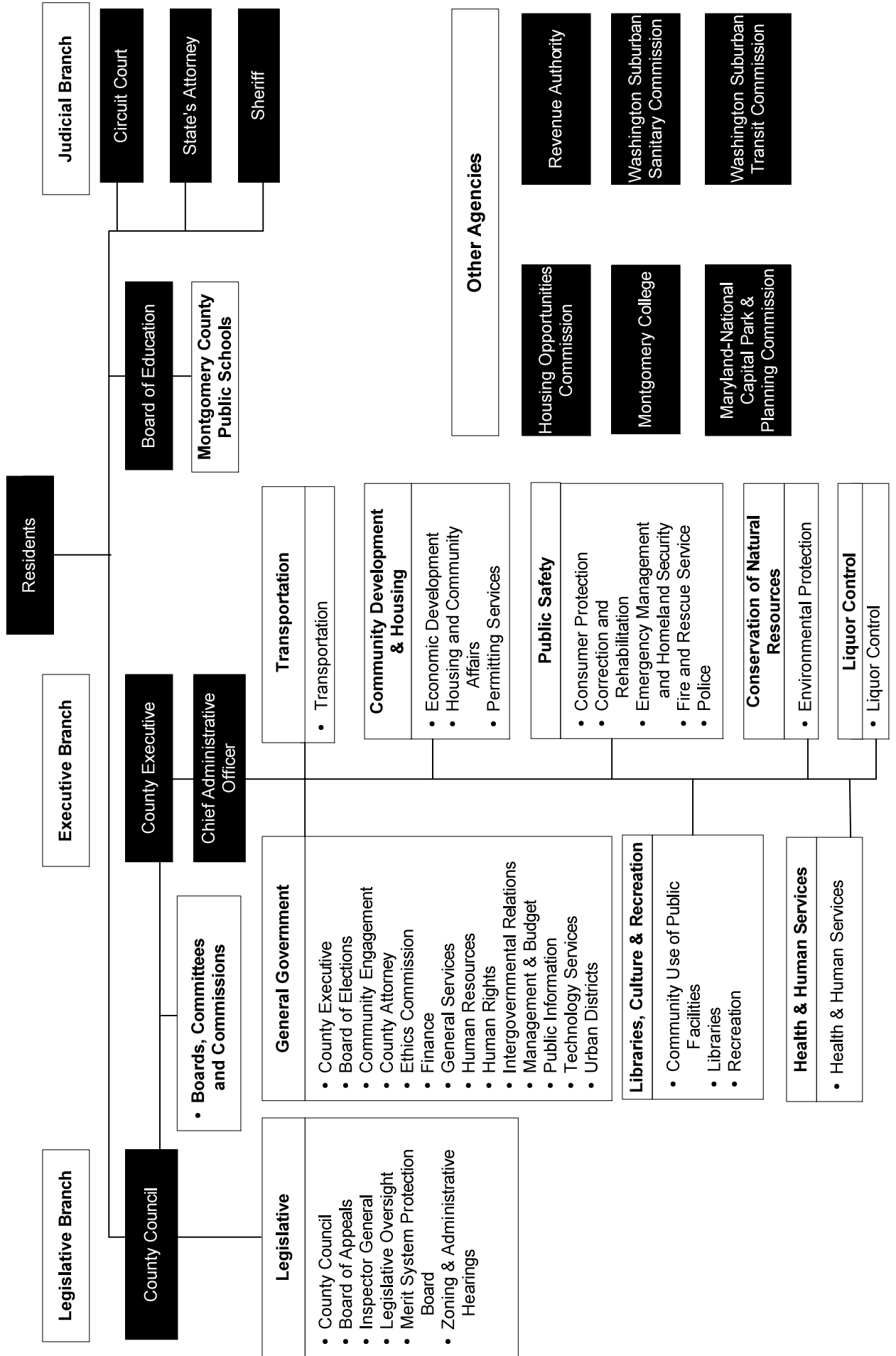
Ruby Sherman

Montgomery County Revenue Authority

Michael Boone

Appreciation is also extended to employees in all County departments and agencies who participate in the year-end process.

Montgomery County, Maryland Functional Organization Chart



MONTGOMERY COUNTY, MARYLAND

ELECTED OFFICIALS

June 30, 2013

COUNTY EXECUTIVE

Isiah Leggett

COUNTY COUNCIL

Nancy Navarro	President
Craig Rice	Vice President
Phil Andrews	Nancy Floreen
Roger Berliner	George Leventhal
Marc Elrich	Hans Riemer
Valerie Ervin	

Other Elected Officials

Administrative Judge Circuit Court	John W. Debelius, III
Clerk of the Circuit Court	Loretta Knight
Register of Wills	Joseph M. Griffin
Sheriff	Darren M. Popkin
State's Attorney	John McCarthy

APPOINTED OFFICIALS

Chief Administrative Officer	Timothy L. Firestine
Board of Appeals	Katherine Freeman
Consumer Protection	Eric Friedman
Correction and Rehabilitation	Arthur M. Wallenstein
County Attorney	Marc Hansen
County Council	Stephen B. Farber
Economic Development	Steven A. Silverman
Emergency Management and Homeland Security	Christopher Voss
Environmental Protection	Bob Hoyt
Finance	Joseph F. Beach
Fire and Rescue Service	Steven Lohr
General Services	David Dise
Health and Human Services	Uma Ahluwalia
Housing and Community Affairs	Richard Nelson
Human Resources	Joseph Adler
Inspector General	Edward L. Blansitt, III
Intergovernmental Relations	Melanie L. Wenger
Legislative Oversight	Dr. Chris Cihlar
Liquor Control	George Griffin
Management and Budget	Jennifer Hughes
Merit System Protection Board	Julie Martin-Korb
Permitting Services	Diane Schwartz Jones
Police	J. Thomas Manger
Public Information	Patrick Lacefield
Public Libraries	Parker Hamilton
Recreation	Gabriel Albornoz
Technology Services	Sonny Segal
Transportation	Arthur Holmes, Jr.
Zoning and Administrative Hearings	Martin Grossman

Montgomery County Officials, Concluded

COMPONENT UNIT OFFICIALS

Montgomery County Public Schools

Board of Education:

Christopher S. Barclay, President

Philip Kauffman, Vice President

Shirley Brandman

Dr. Judy R. Docca

Michael A. Durso

Patricia B. O'Neill

Rebecca Smondrowski

Justin Kim, Student Member

Dr. Joshua P. Starr, Superintendent of Schools

Montgomery County Revenue Authority

Board of Directors:

Stephen H. Edwards, Chairman

Herbert L. Tyson, Secretary-Treasurer

David Freishtat

Jonathan Powell

Scott W. Reilly

Ramona Bell-Pearson, Ex-Officio

Keith Miller, Chief Executive Officer

Bethesda Urban Partnership, Inc.

Board of Directors:

Andy O'Hare, Chair

Mark A. Kramer, Vice Chair

Jane G. Mahaffie, Treasurer

Marc Korman, Secretary

Christopher Bruch

J. Dawn Elder

Kenneth B. Hartman

Peter Hodgson

Elaine Joost

Anne Mead

Patrick O'Neill

W. David Dabney, Executive Director

Montgomery College

Board of Trustees:

Stephen Z. Kaufman, Chair

Reginald M. Felton, First Vice-Chair

Marsha S. Smith, Second Vice-Chair

Gloria A. Blackwell

Dr. Kenneth J. Hoffman

Michael J. Knapp

Dr. Leslie S. Levine

Michael Priddy

Benjamin H. Wu

Constantine M. Apergis, Student

Dr. DeRionne Pollard, President and Secretary-Treasurer

Housing Opportunities Commission of Montgomery County

Commissioners:

Roberto Pinero, Chair

Sally Roman, Vice Chair

Michael J. Kator, Chair Pro Tem

Jean Banks

Rick Edson

Pamela T. Lindstrom

Stacy L. Spann, Executive Director

INDEPENDENT AUDITORS

Clifton Larson Allen, LLP
4250 North Fairfax Drive, Suite 1020
Arlington, VA 22203

Elected Officials

Montgomery County, Maryland



Isiah Leggett
County Executive



Nancy Navarro
Council President



Craig Rice
Council Vice-President



Phil Andrews
Council Member



Roger Berliner
Council Member



Marc Elrich
Council Member



Valerie Ervin
Council Member



Nancy Floreen
Council Member



George Leventhal
Council Member



Hans Riemer
Council Member